



A CENTURY OF CARPET MAKING

FRED H. YOUNG

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This is primarily the history of James Templeton & Co.—a firm which has manufactured carpets for more than a century. It was compiled by F. H. Young who became, in 1921, senior partner in the business. He died on 9th October, 1943, and this book is published posthumously in dedication to his memory.

★ It is being issued in limited numbers and modest form because of wartime conditions, and it is hoped that it may serve as a basis for a more comprehensive edition which will be found worthy of a place on the book-shelf when hostilities cease.

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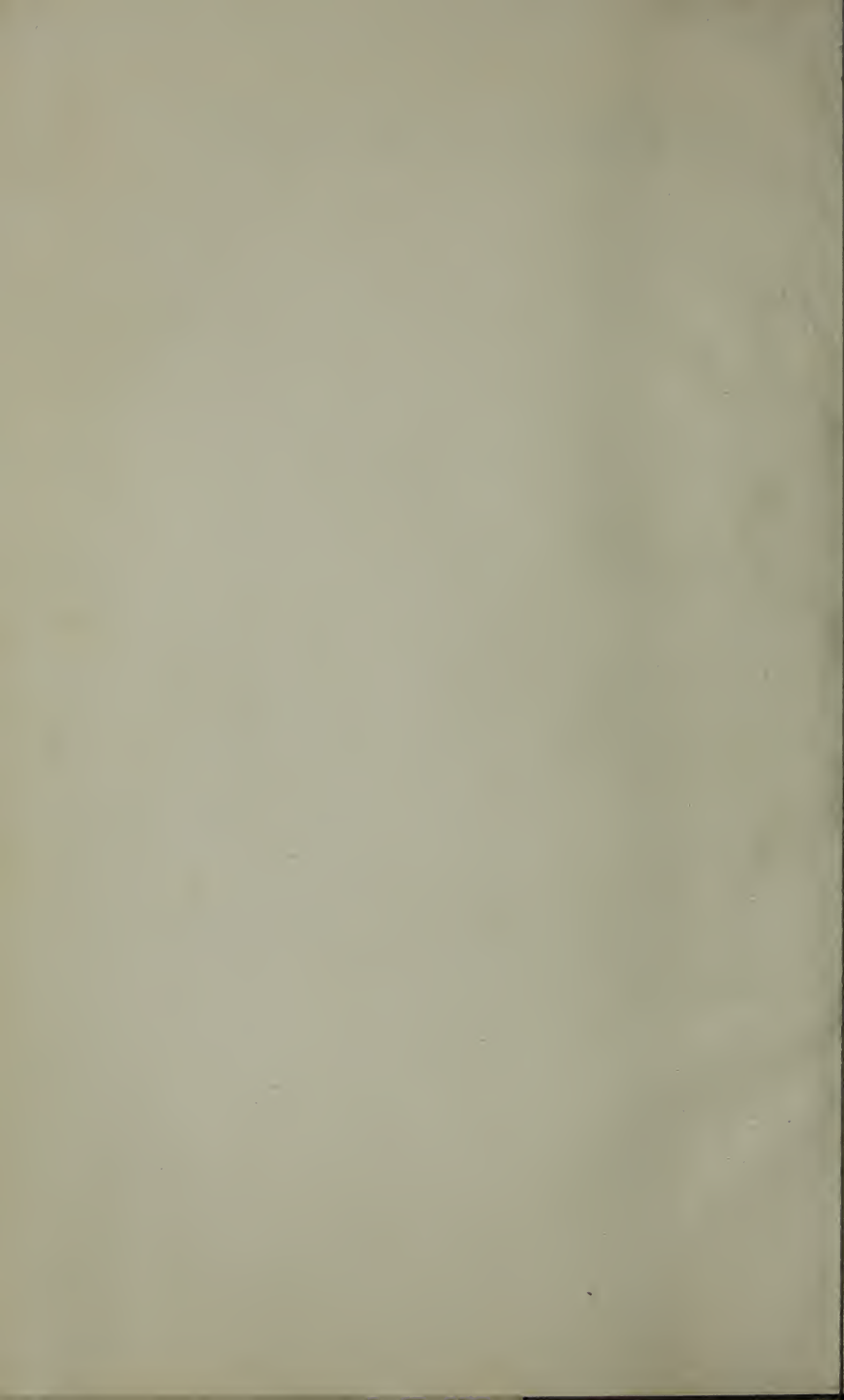
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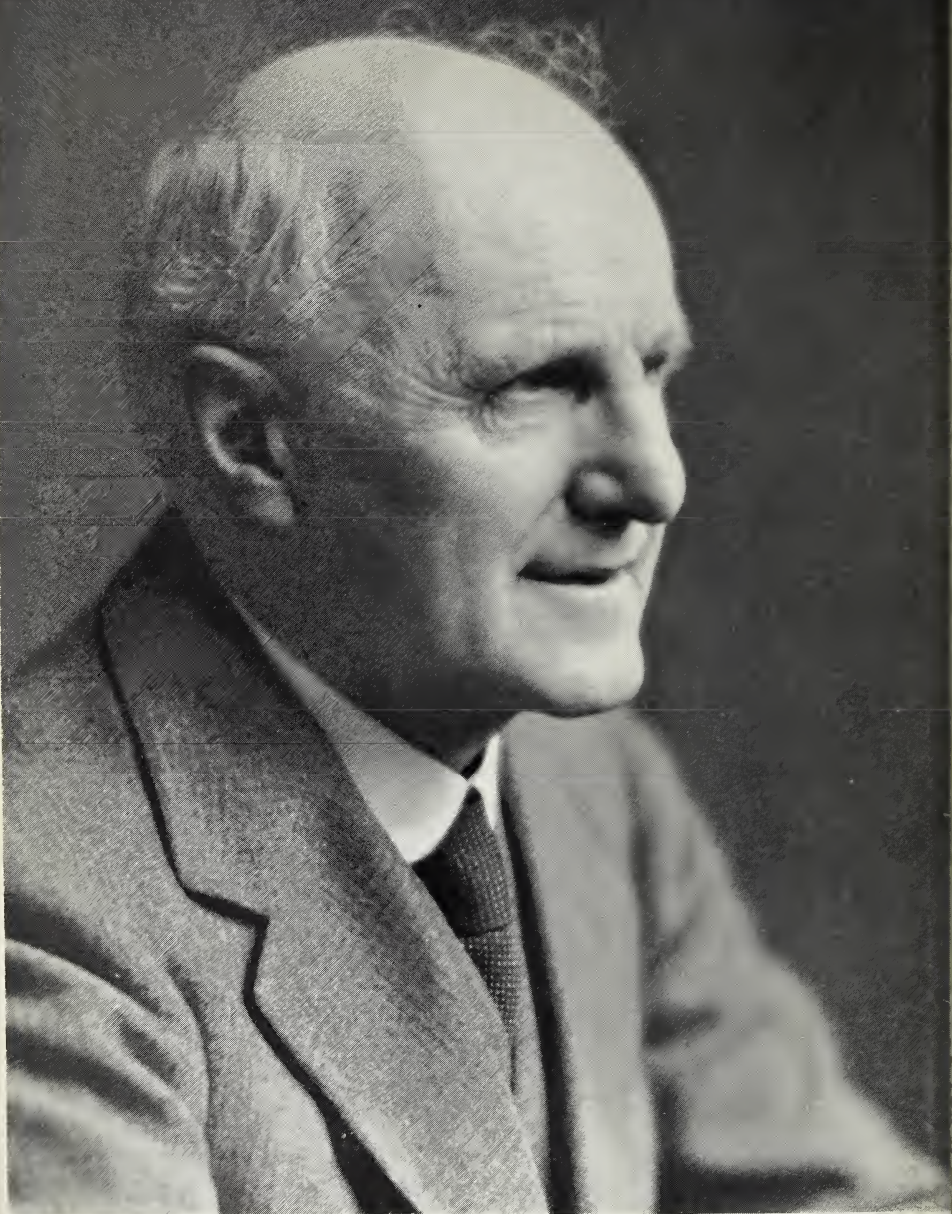


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FRED H. YOUNG

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A CENTURY OF
CARPET
MAKING

1839-1939

JAMES TEMPLETON & CO

Carpet Manufacturers

GLASGOW

*Production by
Collins, Publishers, Glasgow*

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A Request

THIS BOOKLET has been published in limited numbers and in modest form, necessary because of war-time conditions. Should this edition have a favourable reception, it is hoped that it may serve the purpose of a printers' proof for a subsequent more attractive edition which might be worthy of a place on the book-shelf. If any readers can contribute a correction, addition, modification or illustration which would be suitable for the re-print, they are specially requested to communicate with John Anderson, James Templeton & Co., Templeton Street, Glasgow, S.E.

Foreword

JAMES TEMPLETON & COMPANY

1839-1939

THIS is primarily the history of a firm which has manufactured carpets for more than a century. It was compiled by F. H. Young, who, following the death of his brother D. H. L. Young in 1921, became senior partner in the business. He was the fourth senior partner to direct the general affairs of the business during the period with which the history deals. He died somewhat suddenly but peacefully on 9th October, 1943, and this book is published posthumously, in dedication to his memory.

F. H. Young has been referred to by some as the last of an older generation of carpet manufacturers, but he was a pillar of strength to the present generation, giving a strong lead in the adaptation to modern requirements, commercially and industrially: a modernist survival from the Victorian Era. Notwithstanding the fact that for many years he worked unobtrusively and unseen, his presence was felt over a wide field. He took a very prominent part in the development and

encouragement of true welfare work, in all its best forms.

Superficially, there may appear to be little in the history of an industrial concern to suggest romance, drama or tragedy, but if one lives close enough to observe and long enough to appreciate something of what goes on in the lives of the multitude of employees who come and go throughout a lifetime, there is material to draw upon, in the hands of one with a literary inclination, which would be sufficient to fill a library. The author had a definite flair for writing, and but for his immersion in the more practical affairs of industry, he might have demonstrated that in his case the pen is even mightier than the shuttle. He had a remarkable interest in all forms of human activity of an elevating character and a great capacity for informing himself on the more intimate concerns in the lives of all with whom he came in contact, and few men were as sensitive to the romantic, dramatic or tragic elements in the lives of others as he was. He possessed an unusually good memory and it seemed to present no difficulty to him to memorise people, names, dates and incidents of a personal nature even of the youngest and least important in his employment; and he might easily have drawn from his rich resources to write a quite different history of personalities, incidents and anecdotes.

But here is the simple story of the development of an industrial concern which has played a pro-

minent part in the lives of hundreds of thousands of people in the east-end of Glasgow, and there may be many who will find interest and pleasure in dipping into its pages.

The earlier chapters, indeed, make a lively and even humorous history of the development of carpet making in Britain, treated briefly and without technical details, which cannot fail to find interested readers far beyond the circle of Templetonians.

From his almost inexhaustible resources, the author had prepared many notes and anecdotes which have not been used. References to a great many individuals have had to be reluctantly excluded, in order to keep the history within moderate limits. It may be found possible later to make further use of these notes which deal in more detail with incidents and personalities closely linked with the firm's development, and which would have an interest more exclusive to Templetonians.

Notwithstanding the fact that he had no aspirations that way, it seems regrettable that a man of F. H. Young's stature should run out his three score years and ten in a great city like Glasgow, quietly radiating all the virtues of the highest character, doing much good by stealth, without receiving public honours or title. On the morrow of his death, however, His Majesty The King graciously sent the following personal message to Mrs. F. H. Young:

FOREWORD

THE QUEEN AND I SEND YOU OUR SINCERE
SYMPATHY IN THE SAD LOSS YOU HAVE
SUFFERED THROUGH THE DEATH OF YOUR
HUSBAND.—GEORGE R. I.

Truly a fitting tribute to a man who lived a life
of selflessness and high service, of generosity and
fine living, and an honour more in harmony
with the character of the man than any pomp
or title.

Glasgow, November 1943.

J. A.

The Years Before Templeton

CARLYLE raised the question of the origin of clothes. Were they invented from necessity, to give protection from the rigour of the climate? Or did they arise from the sense of modesty in woman? Or from the vanity of men who delighted to strut in fine feathers before the other sex? So it may be asked how carpets first came to be used. Was it to provide something soft and warm for the feet to tread on? Or to clothe the nakedness of the house and hide the blemishes in the floor? Or did the making and use of carpets arise from sense of beauty in mankind, from a craving for colour in the immediate surroundings of home life? Like clothes, carpets have become part of our civilisation. As Carlyle pointed out, if all clothes were suddenly to disappear, civilisation would be shaken to its foundation. The disappearance of all carpets might not be so catastrophic, and might be viewed with some satisfaction by makers of linoleum, but it would have surprisingly wide repercussions and would at least throw civilisation out of its stride. To improve the art of carpet manufacture is to help, in some small way, the progress of humanity.

The ancient history of carpets is a dreich subject. It does not thrill our imagination or

call out any fruitful effort on our part to be told that the earliest known mention of carpets in China or Egypt occurred when a particular far-off dynasty was in power. Enough for us that carpets as we know them originated somewhere in the East, and that in Persia, about the 16th Century they reached their highest excellence. In design, colour and texture what we weave to-day may show little or no advance on the finest Persian productions of three or four hundred years ago. But we have advanced in *cheapness*. What a multitude of virtues may be covered by the vulgar word "cheapness!" It is no longer a case of a few of the wealthiest princes being each in possession of a single carpet in the weaving of which years of sweated labour have been spent. To-day carpets are manufactured so efficiently and in such quantity that all but the poorest can enjoy them. E. V. Lucas, lamenting that so few books were being bought, remarked that the most popular of his own writings had a world-sale of 85,000 copies, whereas the population of Wigan was 85,357. The output of the Templeton firm alone is such that we could supply every man, woman and child in Wigan with a new carpet every year, and have enough left over to repeat the benefaction in Airdrie, Aberdeen, Auchen-shuggle and many others resorts.

In England an event of some importance was that Cardinal Wolsey carried on for years diplomatic negotiations with the Venetian Ambassador with the object of getting some of the wonderful

carpets of which he had heard. The merchants of Venice wanted to get Wolsey to remove the embargo on the Cretan wines in which they traded, so eventually, to win his favour, and after some difficulty in raising the number of ducats necessary for the purchase, they sent him a gift of sixty carpets. To-day a gift of sixty Templeton carpets might not sufficiently melt the heart of the President of the United States to induce him to allow an unlimited quantity of Scotch whisky to enter his country free of duty, but were such an experiment tried and successful, the carpets might be of more real worth to the Americans than the whisky. Thus it was, at least, in the days of Wolsey. We hear no more of the wines of Crete, but the carpets became national treasures; they created a new demand; it then became the ambition of wealthy men to possess a carpet.

This new demand was, however, met principally by the import of carpets from the East. The few carpet looms in England seem to have gone out of existence by the beginning of the eighteenth century. Following up an enterprise which had been started in London by some Frenchmen, and abandoned after a few years, Thomas Whitty of Axminster, a village in Devonshire, fitted up a loom and started making hand-tufted carpets with the Turkish knot. This first successful business of making carpets in our country is kept in memory by the name "Axminster" carpets. At first the name meant exclusively carpets made in

that village, and they were, of course, hand-tufted. When in 1839 James Templeton began making chenille carpets he called them Patent Axminster. This may seem to have been rather an unfair stealing of the name, but an excuse comes to light when we discover that the Whitty factory in Axminster had been closed down in 1835.

Many Textile articles have got their name from the place of their origin. Thus we have worsted from Worstead in Norfolk; cambric from Cambrai; damask from Damascus; muslin from Mussola; so in carpets we have Axminster, Brussels, Wilton and the nearly obsolete Kidder.

The earliest common form of carpet would be a simple cloth formed by interlacing warp and weft. From this was developed a 2-ply or double cloth made with two wefts, the one placed above or below the other as called for by the design. Thus if the wefts were red and green, where red appeared on the upper surface of the carpet, an equal quantity of green would appear on the lower surface. Two-ply carpeting would no doubt be made as a home industry; the first record of a factory for such goods is that of one started in Axminster by two weavers in 1735. About the same date the manufacture of 2-ply carpets was started in Wilton, a town whose cloth weavers were already well known.

The method of making carpets with a loop surface by bending the warp threads over a wire, which is subsequently withdrawn, originated in Brussels or its immediate neighbourhood. One

of these looms was brought from Brussels to Wilton about 1740 and another to Kidderminster a few years later. Of these two rival towns Kidderminster made much more rapid progress both with 2-ply and Brussels carpeting, but Wilton has the satisfaction of having given its name to the fabric made on the Brussels loom, but with the loops cut by a knife at the end of the wire so as to form a cut pile carpet. It is uncertain whether the idea of this first occurred to the people of Wilton or to someone on the Continent where carpets made by this method are commonly called after the town Tournai. To Wilton, however, there must at least be given the credit of having been the first centre in England in which this type of manufacture was successfully carried out.

We are so accustomed to Brussels looms driven by power and worked by Jacquard that it is difficult to picture them without either power or Jacquard. Brussels carpets were made years before Jacquard was born. He perfected his invention in 1801 and it was not until 1825 that it was first applied in this country to carpets. The Brussels looms in Kidderminster were all changed to the new method very soon after that date and this must have given a great impetus to the trade. The local records mention that between 1807 and 1838 the number of carpet looms in Kidderminster increased from 1,000 to 2,000, and that of the latter 1750 were Brussels looms, the others apparently weaving the Kidder carpeting.

When the hand-tufting factory at Axminster closed in 1835 some of the looms were transferred to Wilton and the trade was carried on there for some time. By that date, however, Brussels and other fabrics which could be produced so much cheaper were successfully challenging the sale of hand-tufted fabrics. Another element in the production of cheaper grades was the introduction of Jute into the country early in the nineteenth century.

Thus far had English weavers established carpet manufacture by adopting the methods of the Continent. Now the Scot appears on the scene. Within the short space of sixteen years, 1824 to 1839, he makes three inventions of very great importance to the art of carpet manufacture.

Battling against the poverty of his country, for long the Scot could think but little of the adornment of his home. When at last he could consider covering his floors, not for him were the costly fabrics produced on the hand-tufted looms at Axminster. He must be content with the common 2-ply cloth, so to supply his wants a factory for making that fabric was started in Kilmarnock in 1788 and was followed by others elsewhere.

In the course of another half century, however, Scotland was becoming more able to adopt the conveniences and comforts of life and could afford something better in the way of carpets. The call for a better grade was not made in vain for Kilmarnock responded in 1824 by solving the

problem of making 3-ply carpets instead of the old 2-ply. This meant a thicker carpet which was more comfortable to the tread and which deadened the sound of footsteps better. In addition it made possible the use of a greater number of colours and more varied designs. The new development was taken up throughout Scotland and Scotch carpeting became famous. In the South also the new method was taken up and there the goods were best known as Kidder carpeting. In the early days the looms were narrow ones, making strips of carpeting which could afterwards be sewn up into carpets. Later on when the power loom and wide looms had been introduced, the use of the Scotch or Kidder carpets was extended, and latterly when the demand for carpeting had ceased, the fabric continued to be sold in the form of seamless carpets under the name "Art Squares." In America the name "Ingrain" was given to the fabric and the sale was at one time enormous and it continued a little longer than the demand in this country. By 1914 the number of firms making these goods in Scotland had fallen to two, W. C. Gray & Sons, Ltd., Ayr, and A. Murdoch & Co., Glasgow. The last of these Scotch carpets to be woven in Scotland was made probably about the year 1926.

The second Scots invention came from the East. Richard Whytock of Edinburgh (whose name is preserved in the firm Whytock & Reid, upholsterers) invented in 1832 the method of making carpets by printing, by means of a drum, the

colours of the warp threads and thereafter weaving them into carpeting over wires as in the case of Brussels. As the new fabric dispensed with the dead frames of yarn which have to run through Brussels and Wilton goods, it was cheaper and soon commanded a big sale.

To this new fabric the name Tapestry Carpeting was given because of its supposed likeness to Tapestry. Any such likeness is purely superficial as in structure and method of manufacture the two are entirely different. When, following the example of Wilton, these goods were made with cut pile, the name Tapestry Velvet was used. In 1914 there were still five firms in Scotland making Tapestry Carpets. Three of these A. & F. Stoddard, Elderslie; Ronald Jack & Co., Paisley; Caledonian Carpet Co., Stirling, were exclusively making printed goods and they amalgamated in 1918 and since have started making other classes of carpets in addition to tapestry. Widnell & Stewart, Bonnyrigg (a firm which under the name Whytock & Henderson was founded by the inventor Richard Whytock) continue to make exclusively printed goods. Such carpets are still made extensively in England and the method is also used for Jute Carpets.

Then in 1839 James Templeton patented the manufacture of carpets by the Chenille process, and established a business which has now been making carpets for more than a hundred years.

There are a number of carpet manufacturing concerns in this country with an earlier origin

than Templetons. In the case of many of our fellow manufacturers it is difficult to say exactly when they started: some have changed their name, some have changed the town where they manufacture, some have split in two, some have amalgamated with other firms, some have made goods other than carpets, some are comparatively recent firms which have started where an older organisation was going out of business. The most ancient appears to be Cooke, Sons & Co. Ltd., Liversedge, who date from 1795. Then John Crossley & Sons Ltd., Halifax, started in 1803, and Brintons Ltd., Kidderminster, in 1819. H. & M. Southwell Ltd., Bridgnorth, began about 1828. T. F. Firth & Sons Ltd., Brighouse, began manufacturing in 1839 at the same time as Templetons. The Kidderminster firms, Woodward, Grosvenor & Co. Ltd., Carpet Manufacturing Co. Ltd. and Carpet Trades Ltd. date back through some of their branches to about that date.

The Birth of the Firm

JAMES TEMPLETON was born in Campbeltown in 1802. As a laddie he came to Glasgow to push his way. On the two sides of a double-swing door there are often put respectively the words "Push" and "Pull." The founder of our business had no "pull" in the way of money or other form of influence, but he had "push" in abundance. First he pushed himself into the service of a small wholesale drapery concern near the Cross in Glasgow. After a few years that business was going backward and he looked around elsewhere. Through a Liverpool firm he got, when twenty-one years old, a good appointment in Mexico. Being a thrifty young Scot, he avoided the temptation to spend all his earnings in that country, and in three or four years returned with a few hundred pounds saved. Back in Glasgow, he became connected with the manufacture of gingham. Then in 1829 he decided to venture his small capital in the manufacture of shawls in Paisley.

Those were the great days for the Paisley weavers. During the first half of the nineteenth century fashion decreed that every lady must possess at least one of the wonderful shawls woven in that town. The texture was of the finest, and

the designs, mostly variations of the Cashmere pine, were intricate and nearly always beautiful. The shawls might be of wool, cotton or silk, or a combination of these. In 1834 the value of the shawls produced in Paisley was estimated at £1,000,000. In 1843 a writer reckoned that there were in the town 4,000 harness weavers, 1,000 plain weavers, 3,500 draw boys or assistants, besides a great number of men and women engaged in subsidiary processes, while 4,000 weavers in the Bradford district were making plain centres to which the Paisley men attached ornamental borders.

To be a "manufacturer" of shawls did not necessarily imply owning a factory. Nearly all the weaving was done in the homes of the weavers, or in some small "shop," (usually the lower flat of a house), in which there might be six or eight looms. In the latter case usually each loom was owned by a different weaver who paid a certain weekly amount to the landlord for "standing," while in some cases all the looms were owned by one person who let them out to the poorer class of weaver.

Except in very few cases, the "manufacturer" had only a warehouse and that usually was an old dwelling-house. From his warehouse the manufacturer gave out contracts for the required work to be done. He might draw his own designs or buy them from a public designer. If the shawl was to be woven by the Jacquard method the design was handed to a card-cutter. He bought his

yarns, and gave them out to one of the many small firms of dyers to be dyed to the shades wanted. The cotton warp chain was dyed and starched by another dyer who specialised in that kind of work.

When a weaver was ready for a new job, he might have to go from one manufacturer to another until he got work handed out to him. The manufacturer gave him design, cards (if any), weft yarn and warp chain, together with instructions as to fineness of pitch required, etc., and a price per shawl for weaving was agreed on. The weaver took all away, and as soon as he had woven the first shawl, he brought it back to the manufacturer's warehouse for examination. If it were passed as correct, he was paid for it and told to weave up the whole of his web. In the warehouse the shawl was minutely gone over by girls who with needle and thread corrected any defects. Then it was sent out to be sheared, calendered and pressed. On return to the warehouse the fringe was sewn on, and it was then ready for sale.

Under such conditions James Templeton carried on for nine years the business of a shawl manufacturer in Paisley. Two or three shawls which are presumed to have been made by him are preserved at Templeton Street. He was moderately successful in the business. He married and the elder members of the family of six, including John S. Templeton, who succeeded his father as head of the carpet business, were born in Paisley.

The Chenille method of manufacturing textile

articles seems to have originated in France. First the chenille has to be made, and afterwards it is used as the weft in the second process which produces the curtain or other article. The chenille is made by weaving a cloth with weft threads (worsted, silk or other material) of colours selected by the weaver in the order required by the design. These weft threads are held together by sets of fine warps (usually cotton) placed at uniform intervals. Operating with the gauze weave the warps bind the weft very firmly. The cloth woven in this way is then cut length-wise exactly halfway between each set of warps, so as to form a number of strips in all of which the colours come in the same order. If the sets of warps have been placed at half-inch intervals, these strip will consist of a "back-bone" of fine cotton warps, with small bits of coloured worsted or silk projecting about a quarter of an inch on either side of the back-bone. If a little twist (or twine as it is called in the extract that follows) is given to these strips, the projecting weft threads curl round the warps so as to make the material into a circular, or rather cylindrical shape so that it becomes like a hairy caterpillar. Hence the name "chenille" which is French for caterpillar.

During the time that James Templeton was in Paisley an attempt was made to introduce the chenille method for making shawls. The Glasgow Mechanics Magazine in 1836 recorded, "Mr. Alexander Buchanan, weaver in Paisley, has invented a mode of manufacturing silk shawls of a

novel and beautiful texture, which has been so highly recommended by the manufacturers there, that the Board of Trustees in Edinburgh awarded him the sum of twenty guineas for his ingenuity. "The process is after this manner. A piece of Turkey gauze woven with considerable intervals between each splitful of warps is cut up through the centre of each interval: this forms the weft for the new fabric. Before it is used, however, a slight twine is thrown upon it, so that the cutted weft which projected from the splitful of warp in only two directions, is now seen projecting on all sides like the hairs of a bottle brush. This weft is thrown into the web at intervals of two or three shots of common silk or cotton: these shots are hid by the shag of the chenille, as the manufactured weft is called."

A Paisley weaver, William Quiglay had been making shawls from such chenille. Not the scrape of a pen has been made to tell us anything about him or his ancestry, the date of his birth, the colour of his hair, or whether he was bald, the little anecdotes of his childhood or any of the other details that are usually recorded about a hero. Yet without Quiglay this history would never have been written: Templeton carpets would have been unknown.

One day, probably in 1837, the year Queen Victoria ascended the throne, Quiglay, who must have been of an enquiring, experimenting nature, discovered that he could make the shawl chenille take and keep a different shape. By applying pres-

sure, combined with moisture and heat, he could raise the little worsted threads which lay flat on either side of the cotton warps into an almost upright position. This made the chenille take the shape of a V with the cotton warps at the base. Would this not make far finer shawls than the twisted circular chenille hitherto woven? Quiglay decided to consult James Templeton for whom he had often worked. The latter saw that goods made from chenille of this kind would, having all the worsted or silk on one side of the fabric, be of far richer surface than the existing fabrics. The design would be clearly defined instead of being blurred, the surface smooth instead of rough. True, the material would no longer be "reversible" and the back rather unsightly, which would be a disadvantage in shawls or curtains; but there were other fabrics, such as furniture coverings and carpets, of which when in use only one side was visible. By itself the chenille could make only a flimsy bit of cloth but why not when weaving or "setting" it, add a solid backing to which the surface-weft of chenille could be attached by means of fine warp threads? Not much good perhaps for shawls or curtains, but what possibilities for *carpets*! For the solid backing a woollen thread might be used, or a linen one, or what about this new, inexpensive jute which was coming into use and which would give weight and strength to the carpet?

So putting their heads together, Quiglay and James Templeton worked out how best the new

chenille could be made into a carpet. Quiglay was a simple weaver, but Templeton by this time was an experienced man of the world. He saw the possibilities and the way to turn the idea into a practical success. A patent should be taken out. So he applied for a patent in the joint names of himself and Quiglay and decided to give up his business in shawls in order to devote his whole energies to making carpets and perhaps other fabrics with the new chenille. Quiglay knew he could not himself carry the thing through. He had no great ambition, no power to visualise the possibilities of his chenille; so while the patent was in the two names, he agreed to make over all his interest in it to James Templeton for a lump sum payment together with a promise from the latter that he would be taken into his employment when the making of carpets was started. After that we hear nothing of Quiglay except a brief record, "Six months later he sailed for America and has never been heard of since."

A simple man this Quiglay, but there is something dramatic about him. Out of the darkness he steps for a moment on the stage, delivers his message about the new kind of chenille which he has discovered and then steps back again into obscurity and "has never been heard of since." Millions of people have possessed Chenille Axminster carpets made on the principle discovered by Quiglay, but how many of them have ever heard his name?

The patent, which was finally granted in July

1839, was for, "A new and improved method of manufacturing silk, cotton, woollen or linen fabrics," the manufacture being done, "In such manner that the weft or lateral fabrics of both cut edges of each stripe are all brought on one side and into close contact with each other."

James Templeton decided that Glasgow should be the place for his carpet venture. He put his belongings on a barge and had them towed by horse to Glasgow along the canal which at that time connected Paisley and Glasgow.

We can only guess at the reasons which led him to desert Paisley and return to Glasgow. No carpets were at that time made in Paisley. Kilbarnock, on the other hand, had six carpet factories: it was the centre for carpets in Scotland just as Kidderminster was in England. The value of carpets made in Kilbarnock in 1837 was estimated at £150,000. Scotch carpets were the most extensively made, but Brussels and Wilton also were woven there. The wages of the male carpet and rug weavers are stated to, "run from twelve shillings to fourteen shillings per week net, and occasionally higher."

In starting his carpet factory in Glasgow, James Templeton was not, however, introducing a new industry to the town. An old map of Glasgow shows that before the end of the eighteenth century, there was a carpet factory in the Havana, a narrow street of rather doubtful reputation which ran from High Street north-east towards Duke Street. This factory must have

ceased to exist before 1839. At that date, however, there was a very complete factory on the south side of the river. It was known by the name "The Port Eglinton Carpet Co." *The Penny Magazine* in one of its issues in 1843 printed a six page description of the factory at which Scotch, Brussels and Wilton carpetings were made and also Persian rugs, the last being hand-tufted. In weaving Brussels carpeting the arrangement for selecting the correct coloured warp threads was not by a jacquard but by a rotating barrel on the surface of which studs had been inserted in accordance with the design. When Wilton carpeting was made, instead of the wire having a knife at its end which cuts the loops of yarn when the wire is withdrawn, the old fashioned Wilton wire had a groove running its whole length and the weaver had to draw a very fine knife across the worsted yarns which lay over the wire so as to sever them and produce the cut pile surface.

The Early Years

To the new venture James Templeton brought experience, determination and good health but very little cash. Arrived in Glasgow, he began operations in premises in King Street (now called Redan Street) which were hired from the then important cotton thread firm known as Clarks of Mile-end.

This first factory would have seemed to us a primitive thing. In its day there was still in existence a tax on windows and one would guess that the lighting and ventilation of factories were very inadequate. As for artificial light, oil lamps must have been used. In 1817 the Glasgow Gas Light Company had been formed to make "inflammable air" and other products from coal, and shortly after it started operations, something of a sensation was caused when a grocer in Tron-gate had his window illuminated with six gas burners. That company, however, confined its operations to Glasgow, and King Street was well beyond the city boundaries. It was not until 1843 that there was formed, "The City and Suburban Gas Company" which included the outlying districts in its field of operations.

Water used in the factory may have been drawn from wells or possibly pumped up from the River

Clyde. It was not until twenty years later that Glasgow was provided with its water supply from Loch Katrine.

Railways were in their infancy, and for the first year or two of the business, there were no railways available from Glasgow and goods must have been sent by sea or canal to places which could not be reached by horse haulage.

James Templeton enlisted financial aid by the introduction of two or three sleeping partners. After four years (during which no profits were made and rather a loss) these partners were thankful to retire and to accept bills for the gradual repayment of their capital.

James Templeton then assumed two active partners, his younger brother Archibald and a Peter Reid. The connection between these three men was more than a business partnership for they married three sisters, the Misses Stewart.

The founder of the business made it abundantly clear that he was the head, for he laid it down in the deed of Co-partnery that he was to, "Direct the business and be responsible for buying, selling and manufacture." This does not seem to leave much for the others! To Peter Reid was delegated the duty of "keeping the books of the firm." Archibald Templeton about 1850 moved to London where he remained in charge of the firm's office and warehouse until his retiral in 1878.

Among the three partners, somewhere about £7,000 capital was available in 1843. The next four years were successful and the partners lived

very frugally, the *combined* drawings of the three being restricted at first to £350 per annum. Then capital had increased by the end of 1847 to £16,700. Then followed two bad years 1848 and 1849.

That was a time of general distress and political disturbance throughout Europe. Dr. John Burns, who died in 1910 at the age of ninety-five, told of an experience of these times. One day, in 1848, he was standing at the door of his little old surgery in John Street (now called Tullis Street) exchanging a last word with a patient, when there was a wild collision of rioters and military at the head of the street. A volley of shots rang down the pavement and the man to whom he was talking fell dead at the doctor's feet.

Presumably because of such unsettled conditions these two years resulted in a trading loss of over £4,000, a serious amount to a young firm. Thereafter things began to improve.

One vexation was that in 1845 the new method of making carpets from chenille was copied by three other manufacturers and litigation commenced which went on until 1850. Macfarlane Bros. who were the principal offenders, are described as having their works at "Bridgeton near Glasgow." A Jury trial resulted in a verdict for Templetons with damages assessed at £500. Macfarlane Bros. appealed, "on certain exceptions" to the House of Lords who sustained their appeal and a new trial was ordered. However, in August 1850, Macfarlane Bros. signed an agreement whereby in consideration of James Temple-

ton giving them a licence to use the patent, they would acknowledge the patent as being valid and undertake not to challenge it.

The year 1851 is memorable for the First International Exhibition, or as it was called, "The Exhibition of the Industry of All Nations." The idea of the Exhibition had its origin in the Prince Consort who threw himself wholeheartedly into its development. The objects of the Exhibition were, in his own words, "the promotion of all branches of human industry, and the strengthening of the bonds of peace and friendship among all nations of the world."

The Exhibition was in Hyde Park, London. A great building made of glass and iron was erected, 1,848 feet long and 408 feet wide with one side a projection 934 feet x 48 feet. It was of sufficient height to have galleries running round it. A few of the fine trees of the Park were within the building, and birds flew about under the high glass roof. From its appearance it soon became known as the Crystal Palace. After it was taken down a large part of it was re-erected at Sydenham where it stood until it was burned down about eighty-five years later.

A fact of some interest about the Crystal Palace is that it was designed by a man, Joseph Paxton, who started life as an assistant gardener with the Duke of Devonshire at Chatsworth. He conceived the idea of the vast building for the Exhibition from the conservatories made of iron and glass with which he was familiar. He

designed the Palace on mass production lines: the girders, gutters, columns and sash bars were uniform and interchangeable and so could be made in the quickest and cheapest way. To some extent he was a pioneer of the principle elaborated by Henry Ford and other modern experts in mass production. Paxton received a knighthood. A few years later he was commissioned to come to Glasgow to lay out Kelvingrove Park which remains as a great record of his skill in landscape treatment.

In the Crystal Palace, James Templeton & Co. were represented by some carpets in fine medallion designs, and also by hearth rugs and table coverings.

The *Art Journal*, in an elaborate illustrated catalogue of the Exhibition, remarks: "It is rather surprising that the English manufacturer of carpets should, till within the last few years, have been so far behind his foreign competitor, seeing that the use of these fabrics is so much more general here than elsewhere. Now there is scarcely an article of domestic use better calculated to develop the artistic resources of the manufacturers mind than carpets, whether they are intended for the dwellings of the middle classes, or the mansions of the wealthy, and in consequence, we have latterly noticed they exhibit a far greater degree of refinement and taste than we were wont to see shown in them." Referring specially to some Templeton goods the book says: "They are termed by the makers 'Patent

Axminster' from their close resemblance to the costly and well-known carpets first made at Axminster; the difference being that the latter are composed of separate 'tufts' tied in by the hand, while Messrs. Templeton's manufactures are entirely woven, a process which originated in their establishment. We need scarcely remark that the softness, beauty and richness of these fabrics are all that the most luxurious can desire. About four hundred pairs of hands are employed in this establishment." Then, at another place in the book, we find reference to a Templeton carpet: "We have never seen any fabric of this description richer or more elegant than this; the pattern is full of 'subject,' displayed with exceeding taste and judgment—groups and wreathes of flowers, scrolls and border ornaments, presenting a combination of beautiful forms."

In 1929 H. M. Office of Works sent to us a large carpet of Templeton manufacture enquiring whether it could be repaired. We were told nothing about where it came from. In the centre we found in Roman characters the date 1851, a fairly sure indication that it had been made for the Great Exhibition. The back, which was of jute, was crumbling away, but the surface seemed almost as good as new and the dyes had nearly all lasted remarkably well. We explained that to repair the back would be extremely difficult and costly, and we suggested the possibility of removing the chenille and weaving it on a hand loom on a new back. After a short time we were asked

to return the carpet to London, unaltered, except that canvas was sewn on to the back. It was a little later that we learned that this carpet had been made for the Royal Reception Room at the Exhibition and that Queen Victoria and the Prince Consort had stood on it on the opening day. Afterwards it was sent to the British Embassy at Washington where it had been in use for nearly seventy-eight years. After we returned it to the Office of Works, the carpet was again sent across the Atlantic and H. M. King George V. presented it to the American nation and it is now preserved in the Smithsonian Museum at Washington.

In another section of the Exhibition there was, however, something which foretold a new era in carpet manufacture. In 1839 an American, Erasmus Bigelow, had invented a power loom for weaving Scotch or Kidder carpeting, and very soon it came into use in Britain. Then in 1848 he went further and patented a power loom for making Brussels and Wilton. A complete loom of this latter kind was first shown in this country at the 1851 Exhibition. Apparently it met with no immediate purchaser, for it was removed to Kidderminster where it lay for a little time and then it was purchased by John Crossley & Sons Ltd., Halifax, for £10,000. We do not know what James Templeton thought of it when he saw it in London, but in any case he had not available the cash needed to buy the loom and to go in extensively for Brussels and Wilton. It was nine years

later that he erected his first power loom for these fabrics.

During the early years, the sales of our firm were of course mainly to "trade" customers but a certain amount of direct trading with private people was done. As the factory was out of access from the centre of Glasgow, an office and small warehouse was opened in a central position and customers were attended to there. We find through the record of accounts owing at the end of each year that a certain Scottish Duke was owing a sum of £7. 10. 0. for three years, but that slow payer was beaten by another West of Scotland Peer against whose name for four years stands an item for 16/-. Whether these sums were eventually paid or whether they were written off as bad debts, we have no means of learning. At any rate, after some years experience it was decided that goods should be supplied only to trade customers.

For the first fourteen years of the business, the head foreman was John Lyle. Apparently because he saw no prospects of advancement, he and his brother left in 1853, and started, within a few hundred yards of the Templeton factory, a Chenille Carpet business of his own.

The place of John Lyle was taken by William Adam. Five years later Adam left and entered the employment of a carpet firm in Kidderminster. In 1868 he joined Michael Tomkinson in founding Tomkinson & Adam. That business, under the name Tomkinsons Ltd. is to-day carried on by the three sons of Michael Tomkinson, while two

grandsons of William Adam parted a few years ago from that firm and started a new business with the title W. & R. R. Adam. When wide power looms for making chenille carpets were being developed William Adam took out a patent which was used by his own firm, while Templetons were licensed to use it. So James Templeton lived to see his firm paying royalty to Kidderminster for the use of an invention made by his old employee.

An early commercial traveller with the firm, John Bennie, left in 1860 for Kidderminster and he became a partner with Brintons, the firm being for some years known as Brinton & Bennie.

Some years after that, John Lawson, the head designer, left to start carpet making in Glasgow under the name Anderson & Lawson. This business was eventually absorbed in what is now known as Carpet Manufacturing Co., Kidderminster, the Glasgow mill being transferred to England.

It should be said that friendly feelings always existed between James Templeton and those who left to start rival businesses.

In the year 1894, a boy commenced work at Crownpoint who was destined to take a prominent place in Glasgow's local government. When James Welsh became Lord Provost of the City of Glasgow, in 1943, he had not forgotten his fifteen years with Templetons, and one of his first official actions was to entertain a party of his old Templetonian associates in the City Chambers.

When we try to visualise the founder of our firm, he appears to us as a fine example of the serious Scot of a century ago. He was a worker and a shrewd, forceful man who had confidence in his own ability. One who could recall him gives the following personal description: "Mr. James Templeton was rather a slight little man, very smart and active, always well dressed with a tall hat and dressed shirt. He was rarely seen in the street without an umbrella neatly rolled and held under the left arm with ferrule pointing backwards and upwards and both hands clasped on the handle in front of him."

Days of the Hand Looms

CHRISTMAS DAY 1856 brought disaster to the firm. The factory in King Street was burned to the ground, but if the fire appeared a disaster at the time, it may in fact have been a blessing in disguise.

The energy of the founder of the business is shown by the fact that within less than a week, a detailed claim for the loss was forwarded to the Insurance Companies and that within a month new premises had been found, purchase price agreed to and an instalment of the price paid. Immediate entry to at least part of the new premises were secured and the work of erecting new looms was started at once.

The property then bought was in William Street which some years ago was re-named Templeton Street. It had belonged to a cotton manufacturer who wished to get out of business. The main building of the old cotton mill is still in use at Templeton Street for the storage of dyed yarn.

The advantage of the new premises has been that they have opened the way to enormous extensions. The actual ground originally bought was less than an acre, but from time to time it has been possible to acquire surrounding ground on most of which a poor class of building existed, and so extensions have been carried out until the

whole of a very large square is covered by the carpet factory. The firm has extended this factory to the limits available on the east, north and west, while the latest addition, opened in the centenary year 1939, occupies all of the southern boundary which is at present available for building purposes. On part of the south there still remains Public Baths belonging to Glasgow Corporation and this site the firm has undertaken to purchase when the Corporation decide to remove. To the west and south this factory looks over Glasgow Green, the ancient park of the city with the River Clyde winding beyond that, and to the south-east distant hills can be seen, so that at least some of the advantages of the country are held by this factory in the heart of the city.

The years between the transfer of the business to this factory and the retiral of James Templeton in 1878 may be described as the period in which the weaving of Chenille Axminster Carpets in hand looms was developed and brought to perfection. The manufactures were of three kinds. There were single carpets often of elaborate designs which were woven for special orders. They could be made rectangular but very often they were of elaborate shape, woven without seam to fit round windows, fireplaces etc. These carpets were naturally expensive and perfection of manufacture was obtained. Then carpeting 27 inches wide for sewing up into carpets was made. For many years delicate chintz effects were in demand and a large trade in such goods was worked up

with United States. The third class of goods comprised hearth rugs, door mats and some furniture coverings.

Very wisely James Templeton made designing an important feature in the business. Successive head designers in the factory developed the reputation of the firm. Mr. John Lawson, who was head designer for some years before and after 1860, took a prominent part in the production of the semi-French style of the medallion carpets then in demand. As already indicated he left in the early sixties to start up business for himself. He was followed by a Frenchman, Victor Gueritte, who held the position for a few years. Thereafter for a period of over sixty years until 1939, the Designing Department was under the direction of only two men, William McFadyen until 1918, and James Kincaid from 1918.

At various times distinguished artists have been invited to supply designs. In the period covered by this chapter, names such as Owen Jones, Lewis Day and Digby Wyatt occur and towards the end of the century C. E. Voysey and Walter Crane, just as within recent years we have commissioned Frank Brangwyn, R.A. and Ernest Proctor, A.R.A. and others to design for us. From the commercial side some of the "artists' designs" were found saleable, others were not!

Designing were in those days an elaborate affair. Some of the breadth designs had repeats 9 ft. or 10 ft. long and 4 ft. 6 in. in width, requiring two breadths to show the full design. To

secure the finest gradation of colour effects and ignoring the fact that such delicate gradations would soon disappear when the carpets were trodden under the foot of man, our predecessors used an enormous range of colours, sometimes as many as 250 in one design.

During this period several picture carpets were made. For the Paris Exhibition of 1867 there was made the Twelve Apostles Carpet. It was about 40 ft. x 18 ft. and showed Christ standing on a pedestal with six Apostles on either side. The figures were taken from the famous statues by the Sculptor Thorwaldsen which are preserved at Copenhagen. At that time the weft weaving was done from strips of paper so narrow that they did not convey much idea of the whole design. It is said that one of the weavers of the Apostles' carpet had a grudge against his foreman and deliberately inserted a wrong colour: this was not detected in the weft cloth but when the chenille was set up to produce the completed carpet, it was discovered that the Apostle Peter had bright blue hair! The weft weaver was thereafter known in the factory as "Blue-haired Peter."

In 1876 another similar carpet was made for a customer for the Paris Exhibition of that year. This is known to us as Christ Blessing the Little Children. A duplicate carpet was made and preserved. When the late Duke of Kent visited our works in 1932, a photograph was taken of him when standing beside this carpet.

A picture carpet about 20 ft. square, woven

1867, represented Queen Victoria and the Emperor Louis Napoleon signing a Treaty of Peace between Britain and France. A trial section of the Queen's head has been preserved. For the King of Denmark a carpet was made with the Danish Royal Palace shown in the centre, with border featuring animals and chintz; for the King of Siam one with representations of the Sacred White Elephant and other large fabled animals.

In the days of the hand looms the weavers were all men, some younger lads being used for simpler work in narrow looms. There were many "characters" among these old weavers. James Templeton was throughout his days concerned not only with the work done inside the factory but with something of the spiritual welfare of his people outside of business hours. He instituted a Sunday School for the younger men and it was for many years carried on by one of the head foremen.

Mrs. Templeton was a worthy helpmate to our founder. She worked for his success with prayers and practical advice. She devoted considerable time to a Church Mission in a street off Gallowgate, and after women workers had been introduced to the factory, she conducted cooking classes and meetings for discussing the laws of every day health. She published a book on simple cookery suitable for working-class tables.

Orthodox Christianity was not, however, the only form of religion which came to the front in those days. Some time about 1870 missionaries from "The Church of the Latter Day Saints"

made in Glasgow many converts to Mormonism. Some of the Templeton workers, including Robert Baird the joiner, were swept along in the current, and went to Salt Lake City in Utah, then, and for half a century, the land of many wives. Baird advertised his household belongings for sale before his departure. Among them was a double bed, and some wag in the office wrote regarding it on the sale list, "Offered for sale only because it will be too small for our future requirements."

This is not our only contribution to Mormonism although we have no record of any other Templetonians who may have embraced the faith. A few years ago one of our Kidderminster friends when passing through Utah visited an early Mormon Temple which was a show place and discovered one large room with the original floor covering—a Templeton carpet—still in use. He was able to send us a coloured picture post-card depicting the room, including the carpet. This carpet must have been supplied a very long time ago, possibly about the period last century when another Templeton carpet caused a minor disturbance in United States domestic history.

Abraham Lincoln entered the White House, Washington, as President of the United States in the year 1861, and Mrs. Lincoln soon turned to furnishing her new home to her own taste. It seems that her ideas ran to an expenditure which was considered excessive and she was criticised for having been extravagant in spending State funds in the purchase of various articles including

"A new carpet of Glasgow manufacture ingeniously made all in one piece which had designs of fruit and flowers in vases, wreaths and bouquets." As this incident occurred over eighty years ago, it may be time we were inquiring at White House about the replacement.

There have been a number of families which had long connection with the firm, one generation succeeding another. Probably the record is held by the McFedries family. In 1841 Alexander McFedries came from Kilmarnock to become a weaver in the business. Since that date the firm has never been without an Alexander McFedries on the staff. His son and grandson were employed with the firm and his great-grandson is now factory manager at Bernard Street, while a great-great-grandson is also following in the footsteps of his Templetonian fathers.

During this period there was, however, growing up an important new part of the firm's activities. Somewhere about 1853, a start was made in the manufacture of Brussels carpeting by the Jacquard method. In 1855 a plot of ground was bought at Crownpoint Road and a year later a shed had been erected and Brussels looms were installed. Gradually this was developed into a factory complete with dyehouse, etc.

For the first few years all Brussels goods were woven in hand looms. It was not until 1860 that power looms were introduced to the Templeton Brussels factory, although they had been used at Halifax for some years previously.

At first only Brussels carpeting was made, Wilton with the cut pile following some years later. Now that Brussels has such a restricted use, while Wilton is popular, it is interesting to note that in 1878 there were woven at the Crownpoint factory 5,300 pieces of Brussels and only 410 pieces Wilton. It was not until 1904 that the output of Wilton exceeded that of Brussels.

Another fabric for a number of years made at this factory was one for use as curtains and tablecovers. Silk as well as fine worsted was used in this manufacture. The curtains were of excellent quality, but they were heavy and rather expensive. Latterly no profit could be made out of their manufacture, a loss being registered in three successive years 1883-1885, and finally in 1886 after a fire had destroyed much of the machinery, it was decided to drop this fabric. The business of Brussels and Wilton manufacture was kept distinct from the Chenille Axminster. James Templeton took his eldest son John Stewart Templeton into partnership for the manufacture at Crownpoint Road and the name J. & J. S. Templeton was for fifty years used to distinguish it from the parent firm. For over thirty years John S. Templeton was in charge of the Brussels factory until on the death of his father he came to the Axminster headquarters. Eventually in 1906 the business of J. & J. S. Templeton was completely merged in James Templeton & Co. and the old name was dropped.

The Coming of Power Looms

THE year 1878 marks the beginning of a new era both for the Templeton firm and for the British Carpet Industry in general.

James Templeton the founder of the firm, being then seventy-six years of age, decided to retire. His brother retired at the same time and as his other partner Peter Reid had died a few months earlier, the whole business came to the sons of James Templeton. Four years later the founder died.

The two younger men who now owned the business had already been partners of James Templeton & Co. for twelve years, while in addition the elder brother, John Stewart Templeton, had been a partner with his father in the Brussels carpet business J. & J. S. Templeton. He now removed his headquarters from Crownpoint Road to the Chenille Axminster factory.

John Templeton was a man of culture. He had his own taste in Art, Music and Literature. He had self-esteem and ambition, qualities which tend to keep a man from self-indulgence. His combination of ambition with perhaps a touch of superiority complex was not without influence on the business. His ability lay largely in his capacity

for getting people to work for him. The control of the business was in his hands. The younger brother James Templeton, Junior, was of a quieter disposition. He confined his activities chiefly to the financial side of the business.

Shortly before this change in the Co-partnery the firm had been feeling its way toward the use of steam power for driving the looms. There were not great difficulties in applying power to the simpler weft looms in which the cloth for cutting up into chenille was woven. From that the next step was to the more complicated "setting looms" in which the chenille was woven on to a back so as to form the carpet.

When an attempt was made to apply power to the setting looms, a transition state in which use was made of what we might call semi-power looms was reached. The use of steam power was at first confined to the narrow looms in which rugs and carpeting were woven. Within a few years it was found possible to apply power to all the processes connected with the loom and to apply it to the wide looms in which carpets were woven. For this last development a valuable patent had been taken out by William Adam and the right to use it was obtained from Messrs. Tomkinson & Adam.

So by about 1884 Chenille Axminster had been turned over to power looms except in the case of special orders for which the hand-loom provided some advantage. For many orders a number of hand-looms, especially for carpets of great width,

were maintained and operated by the old men weavers.

This change from hand to power loom opened the field of carpet weaving to women. Nowadays, practically all the Templeton looms except these operated by the Jacquard method for Wilton and Brussels are worked by women. As the male weavers were gradually dropped out, other work in the factory was, as far as possible, found for them and it is probable that at no time has any distress been caused to workers of the firm on account of the adoption of new machinery.

The development of power looms for Chenille Axminster led the way for supplying the public with seamless carpets at prices far below what had formerly been common. Instead of making single carpets of a design, large numbers, fifty, one hundred or more of a design, were made at one time. Out of the manufacture of single seamless carpets, it had gradually been found safe to make stock chenille of one or two designs in one or more standard widths. Now with the quick and cheaper manufacture by power, a greater number of designs and sizes were made and so the Chenille "Parquet" trade became established and seamless carpets hitherto used only by the wealthy became available to those of modest means.

There was, however, a new method of making carpets which was destined to have a great influence on the industry. In United States a loom had been invented for making Axminster carpets by inserting tufts of wool into a backing made of

jute and other materials. The fabric so made has come to be called Spool Axminster and a later development on a similar principle has produced what is known as Gripper Axminster.

In 1878 the new American patent was offered in Britain. It was bought by Tomkinson & Adam, who licensed two or three firms to use it. A considerable trade was built up in carpeting. The looms were all of narrow widths and women could be employed as weavers. Subsidiary processes, such as spooling, also give wide scope for the employment of women.

Ten years later a new development from the original American patent was made and the Templeton firm this time secured the use of it. The offer came through the Bigelow Carpet Co. who were going to operate the patent in the United States; the rights for all other parts of the world were taken by Templetons.

For the new processes a factory was built on the west side of the William Street site. The architectural scheme was no ordinary one. A Glasgow architect, William Leiper, prepared plans in the Moorish-Italian style based on the Palace of the Doges in Venice. The likeness of our factory to that Palace is at once obvious, though the latter is of a softer pink tone compared with the glazed bricks of bright colour used in our building. The central feature with figure was a suggestion from St. Mark's Cathedral which stands in Venice beside the Doges Palace. After half-a-century the brickwork retains its original clear appearance

and adds a bright note of colour to the neighbourhood.

The erection of this building was, however, to be associated with a disaster, which occurred on 1st November, 1889. When the original walls had been carried almost to full height, on an evening of wild wind, the whole collapsed to the east, falling on the shed in which between five and six o'clock the weft weavers were at work. There must have been many horrors in the catastrophe. It was winter and darkness had already set in when the building collapsed. Helpers were quickly organised into relief parties to dig out those who were buried. All through the night debris was being removed until it was certain no more men or girls were left buried. Nine and twenty women perished in this sad catastrophe. Early in 1892 the present structure was completed, on the site of the one that had collapsed. This permitted the rapid development of Spool Axminster.

To the original Chenille Axminster in 1839 the name Victorian had been given. Now for Spool Axminster the companion name Albert (Prince Consort) was selected. When King George VI, (at that time, Prince Albert, Duke of York) visited our factories in 1932, he was much interested to observe that it was his great-grandfather whose name was perpetuated in one of our important fabrics and in the factory in which he then stood.

The year 1893 saw a financial crisis in the United States. Trade became suddenly bad. The Alexander Smith Company of Yonkers, New York,

had been operating the original patent for Spool Axminster on mass production lines. When orders fell to a minimum, they continued to manufacture, quickly running up huge stocks. Rather than break prices in their own market, they decided, through their selling agents W. & J. Sloane, to dump their surplus on the British market. No British Axminster piece goods were at that time being sold at less than 4/11 per lineal yard. The Americans came offering four qualities at less than that, the cheapest called "Moquette" being priced at 2/10. Hitherto in this country Brussels had been cheaper than any Axminster. Now the trade were offered Axminsters at less than the price of Brussels.

The challenge was accepted. On entering the Spool Axminster trade our firm had joined an Association of the six makers of similar goods which aimed at standardising qualities, prices and terms of business. Immediately after the first news of the "American Invasion" was received the telegraph wires were put in operation. Hurriedly the members of the Association were called together. The lead given by Templetons was enthusiastically followed by some, more reluctantly by others. It was decided to reduce the price of our standard qualities of carpeting by 12½ per cent. We had been making for export trade only, and in very small quantities, a quality called Imperial. It was decided to make this, with a little alteration for economy, our fighting line, and to accept orders for a limited number of

pieces at 3/1 per yard, which was below cost price.

The reward of this bold policy was not long withheld. The trade responded and backed up the Britishers. Our order books were quickly filled with more orders than it seemed likely we would be able to deliver within a year. In a few months the price of Imperial was raised to 3/4. So greatly did the increased output reduce oncost charges that at the end of 1894 it was found that there was a small margin of profit in selling the goods at that price.

By the end of 1893, the new Spool Axminster factory was practically filled up, and by mass production and concentration on output, the yardage woven in 1894 was four times that of 1893.

Within three years the American goods had disappeared from the British market. Their advent, which at first caused something like consternation, proved a blessing in disguise, as it led the way to Spool Axminster manufacture being developed on mass production lines much earlier than would otherwise have been the case.

A New Century

THE beginning of the new century was marked for the Templeton firm by the number of workers reaching the 2,000 mark. Nine years earlier the total had been 1,200 and the increase was due to the rise of Spool Axminster for narrow width carpeting and the development of Chenille Axminster for wide seamless carpets.

Carpet manufacture requires much space. In spite of some additional buildings having been put up at Templeton Street, the accommodation there was quite inadequate to meet the new requirements, so in 1901 a Textile factory covering $2\frac{1}{2}$ acres at Kerr Street was bought. The new factory lay half-way between the two existing ones at Templeton Street and Crownpoint Road. It was used for the development of Chenille Axminster. Six years later another property in the neighbourhood at Brookside Street was acquired for the expansion of Spool Axminster.

The outstanding personality in the creation and development of Spool Axminster was D. H. L. Young. He had entered the services of the firm in 1884 and he applied himself intensively to the study of every subject which had a direct or indirect bearing on carpet manufacture. At the end of 1887 he was promoted to partnership and with-

in a year of that date, he married a daughter of John S. Templeton. Gradually his interest extended over all branches of the business. When the two brothers Templeton reached the age of three score, they gave up active attention to business affairs, although they remained as partners until they had passed the four score mark. Early in the new century the control of the business therefore passed to D. H. L. Young.

The advent of the new century had been marked in Glasgow by a large International Exhibition. The Templeton firm was represented in a special building of rather notable architecture, in form like an elaborate Mosque. One of the carpets displayed was a reproduction on a slightly smaller scale of one of the best known Persian carpets in this country, the famous sixteenth century Ardebil Holy Carpet which now hangs in the South Kensington Museum. The original carpet is said to contain thirty-three million hand-tied knots, so it is not surprising to learn that it took thirty-four years to make.

On the personal side, the beginning of the century saw the London Warehouse put under the control of Thomas Glass. He had laid the foundation of the firm's trade in Australia, New Zealand and some other export markets and now he settled down for more than a quarter of a century to control the commercial activities in London.

Hitherto the only office overseas had been at Melbourne. Now one was opened in Montreal.

In the home trade a Warehouse had been opened in Manchester in 1887 and in 1905 one was established in Newcastle.

To this period belongs one of the historical carpets of the firm, that used for the Coronation of King George V in Westminster Abbey in 1911. The throne was placed on a carpet of plain Royal Blue. From the entrance there was a long wide carpet in shades of blue leading to the throne. The design included the crowns with the initials G. and M. (George and Mary), the rose, thistle and shamrock with lotus for India; the stars of the Order of Garter, the Order of the Thistle, and the Order of St. Patrick and these and other emblems were combined into a well balanced design. The carpets were made with specially lustrous yarn.

For nine years the firm gave a trial to another fabric for special order work. In the far north of Scotland the Duchess of Sutherland and the Duke of Portland had tried to give employment to girls in some fishing villages by teaching them to make hand-tufted carpets. The promoters soon realised some of the difficulties and asked Templetons to take over the management. At two villages little factories each employing about twenty-five girls were established but apart from the difficulties of control, it was found that the workers were rather half-hearted.

After two years trial it became clear to the firm that the industry could not be carried on in the north except at considerable loss and the founders

decided to abandon the scheme. Thereafter some of the looms were transferred to Glasgow where they were in use for some years, a number of fine carpets being made in them. In 1915 when under wartime conditions there was a call for young girls to be employed in work of greater national importance than making luxury carpets, this form of manufacture was abandoned.

During the nineteenth century the working hours had been fifty-six per week, everyone having to be at his or her post by 6 a.m. Soon after the opening of the Kerr Street factory a trial was given to working there only $49\frac{1}{2}$ hours per week, the start being made at 8 a.m. The result was so satisfactory that a few years later the shorter hours were applied to the other factories.

For some time it had been felt that there would be certain advantages if the firm could spin the woollen and worsted yarn used for the surface of the carpets. In 1905 a good opportunity occurred for starting. The owner of a well-equipped mill at Stirling died and as there was no one to succeed him in the business and there was the possibility that it might have to be wound up, the Templeton firm bought it, and R. B. Neil was transferred from Glasgow to assume its management. In subsequent years advances have been made; most of the original machinery has been scrapped to make way for the most modern types and the whole mill has been reorganised so that the maximum efficiency in production of carpet yarns may be attained.

In 1916 when there was considerable shortage of machinery for supplying all the woollen yarn required for army blankets, it was arranged to instal spinning machinery in the mill at Brookside Street in Glasgow. Here also numerous extensions have been made, so that between the two spinning mills the firm now produces a very large proportion of the worsted and woollen yarns which it uses. The control of the spinning departments, and the responsibility for wool buying, have been for some time, in the hands of Joseph Dickson.

For making worsted yarns suitable for the carpet industry Scotch blackface wool is very suitable and has been the largest ingredient in the Templeton blends. For woollen yarn the greater proportion of the blend is composed of East Indian wool. Both for worsted and woollen yarns the blends are nearly always 100 per cent. British Empire wools.

The period covered by this chapter ends with the war which started August 1914.

The first effect on the firm was that immediately forty-three men, eight Reservists and thirty-five Territorials were called up. Almost at once the younger men began to find their way to the recruiting offices. Eventually 400 had joined and those who were left were those of the lower medical categories who had been exempted from service by the military tribunals. The memorial tablet erected in the Templeton Club is in honour of the 400 who served in the army, navy or air-

force, of whom forty gave their lives in the cause. Below the names of those who fell are the words, "Well done outlives death."

During the war period 1914-1918 men who were not physically fit for military service, and also many girls left to take up work in munition factories or in other public posts. After a few months when trade was very badly upset, orders for carpets began again to come in. Later on many neutral countries poured orders into British manufacturers. It became impossible to supply all wants for there was not only a shortage of skilled workers but an even greater shortage of raw material. Wool and Jute were put under rationing committees who issued licences to the carpet manufacturers for their fair proportion of what was available. The total output of carpets in the country fell to about one-third of what it had been in 1913.

These years were, however, for Templetons distinguished by the making of cloths for the War Office and other Government departments. Three or four fabrics were made in moderate or small quantities but a great concentration was made on the production of blankets.

All looms that were capable of being converted so as to weave blankets were employed in this work. An adjoining weaving factory in which there were a number of suitable looms was bought and used exclusively for weaving and finishing blankets. Double shifts were put on and at one factory three shifts so that except for short pauses

for ventilation of the premises, the machinery ran for the whole 24 hours. There was much to learn as the firm had never before made blankets or contemplated doing so, but with throwing all available strength into the new development, James Templeton & Co. supplied during the war-time more blankets than any other firm, the number exceeding four million.

Later Years

FROM 1919 onwards the growth of the firm has been more pronounced than at any former period of its life. The growth has been not only in the size of the factories, the number of work-people (which in 1939 reached 4,500) and the sales turnover, but also in the facilities given to improvement in the standard of life amongst those engaged in the business.

It is necessary, however, to make only a comparatively brief summary of these recent happenings.

Personal

When the war period ended D. H. L. Young who had thrown himself wholeheartedly into the manufacture of blankets for the army and into work of national service was worn out in health and he died in 1921. He was succeeded as head of the business by his brother Fred H. Young.

Chenille Axminster

James Cunningham who for long had been manager of the Chenille Axminster factories retired at the end of 1918 and the control of the department was taken over by A. S. L. Young, a

son of D. H. L. Young. Mr. Cunningham lived for a further nineteen years dying when within a few weeks of his ninetieth birthday and with his mind clear to the end.

The small factory at Bernard Street which had been bought for blanket weaving was extended to the limits of the ground and it was used for the second process of weaving or "setting" of chenille into carpets.

In 1920 two factories in Tullis Street were bought. Considerable alterations were made in them, notably the erection of a large modern dyehouse and by 1926 the whole of the preliminary processes of chenille manufacture had been transferred to this factory.

Wilton

The Wilton factory was now under the management of Alexander Turnbull, whose father in earlier days had been responsible for that department. In 1923 an important building was erected on the east side of the factory. Amongst developments was the introduction of very wide looms for weaving Plain goods. In the firm's centenary year, 1939, the increase of work led to the opening of a new factory a few hundred yards away in which the manufacture of Plain goods is being further developed.

Spool Axminster

No department of the firm's activities has developed more widely during the past twenty

years than Spool Axminster. The control passed gradually to John Anderson who in 1928 was made a partner.

For the first fifteen years of manufacture by the firm of Spool Axminster, the widest loom was 3 feet. As the yarn is wound on "spools" and then passed through "tubes," it was very cumbersome and unprofitable to work with spools and tubes of a greater width than 3 ft. The original looms were 27 in. wide. A method was evolved and patented by which it became possible to use two spools alongside of each other and to draw the yarn from them and through two sets of tubes, inserting the tufts in the cloth as smoothly and accurately as if they had been drawn from a single spool.

This new Templeton patent enabled large "sofa rugs" 4 ft. 6 in. wide to be manufactured. Then a loom with four spools in a row for weaving carpets 9 ft. wide was developed. Just after that the war broke out in 1914 and with the disorganisation of the carpet industry, it was not possible to bring the new wide looms into commercial use until a few years after the war but by 1925 a full range of seamless Spool Axminster carpets up to 10 ft. 6 in. in width became available.

Seamless Spool Axminster carpets now constitute an important part of carpet trade. Also there has developed wide-spread trade in Spool Axminster rugs. Between seamless carpets and rugs, with the older established business in filling and stair carpeting, the Spool Axminster

factory has been busy and it has been extended from time to time.

By 1926 the removal of Chenille Axminster had left the whole of the Templeton Street factory for Spool Axminster. Large extensions had been built in 1929, 1931, 1935 and finally in the centenary year 1939.

Seamless Wilton

A new method of making carpets has been developed during these recent years. There are various difficulties, such as the obvious one of the withdrawal of the very long wire over which the yarn is bent, in the way of making Wiltons in wide widths. A method of manufacture with the use of hooks instead of the wire was developed by one of the engineering partners, Ronald L. Sandeman, who devoted much of the time during the last years of his life to bringing this new method to perfection. An excellent fabric called "Arran Seamless Wilton" has been developed in the trade within the last few years. The goods are made in an extension of the Kerr Street factory, adjoining property having been bought and demolished in order to get space for new factory buildings.

Engineering

There have always been in the factories a certain number of men skilled to do repair work to machinery. In 1927 a special building was erected

on the east side of Templeton Street under the control of J. Godfrey Anderson, partner of the firm. Here there is carried on not only repairs but the actual making of much of the machinery used by the firm. For example, all the looms used in the Spool Axminster factory are made in the firm's own engineering shop.

Under the supervision of the engineering department, the power plant in all the factories has been modernised during this period. Instead of using steam power the firm now has its own electrical generating plant in practically all the factories, thus supplying its own power and lighting. One result for the benefit of the community has been that instead of putting out of the chimneys a fair quantity of black smoke, as was done in earlier days, there is now so little that it can be claimed that these factories in the heart of the city are no drawback to the cleanness and healthiness of the atmosphere.

Financial and Commercial

For a number of years the financial departments of the business were supervised by D. A. Turnbull. He had been a partner in the separate business for Brussels and Wilton and when that was entirely submerged in James Templeton & Co. he came to the headquarters to take charge of finance. A growing physical incapacity prevented him from continuing to go actively through the factories.

On his death in 1931, Robert A. Maclean, C.A. took financial control. Later he became responsible for the manufacture of the Chenille Axminster fabric, the financial details being then taken over by Ian W. Lawson, C.A.

The requirements in London had outgrown the capacity of the warehouse which had for long served all needs. A long leasehold of much larger premises in Little Britain was secured and the new place was occupied in 1923. Three years later Thomas Glass, who had been in charge of the London office, retired. He was succeeded by his son, John P. Glass, who is generally responsible for the organisation of the selling side of the business, and some years afterwards James Brown became associated with him in this field.

Within ten years this new warehouse was found too small for the growing organisation. Fortunately an adjoining property became vacant and on this the firm has erected a new building which almost doubles the space of the warehouse. Considerable alterations have been made to adapt the older building to the new one and the whole was completed in 1939.

Previous to the 1914 - 1918 war period the firm had two provincial warehouses, Manchester and Newcastle. Since then larger premises have been acquired for both of these warehouses. Then in order to improve the service given to the trade customers in other centres, warehouses were opened in Birmingham (1930), Leeds (1935), Bristol (1937).

Since the 1880's there has been an office and warehouse in Melbourne. Soon after the armistice in 1918 steps were taken to increase trade at the other end of the world and warehouses were opened in Wellington and Sydney.

Trade with U.S.A. has been somewhat irregular, the volume at one time being large, at another time small. An agency under the care of one who had been trained in the Templeton factories was opened in New York. The firm's office in Montreal which had been opened in 1902 is continued under a representative whose early training was with the Templeton organisation in Britain.

Agencies have been opened in Cape Town and Johannesburg, the former under a Templeton trained man, the latter under one who had been handling Templeton goods for a number of years before he became agent for the firm.

In a dozen other countries agencies have been established during the past twenty years. There are many difficulties in the way of export trade and in some countries the barrier put in the way of the entry of British carpets is too formidable to be climbed but resolute efforts have been made to develop trade with Overseas markets.

Exhibitions

It is always doubtful how far public exhibitions are of commercial advantage to manufacturers who do not advertise their product or who do not sell direct to the public. During recent years

there has been a Templeton stand annually at the British Industries Fair, London, which is frequented by trade buyers.

After a long period during which no part had been taken in general exhibitions, James Templeton & Co. decided to have an exhibit in Johannesburg in 1936. South African trade had been developing and this was the first opportunity for making a display of finer Templeton goods to the general public.

In 1938 at the Empire Exhibition in Glasgow, the firm erected a special large Pavilion for its own display. Comments made both by experts and ordinary people were very flattering and they were obviously sincere. Many expressed the opinion that the Templeton Pavilion was the most beautiful exhibit in the whole great Exhibition.

Royalty

The place of Royalty should be first but as we failed to begin with it, perhaps we can best make amends by closing the historical part of this narrative with a reference to our Royal Family.

As far back as 1841, the firm had made a carpet for a Royal Prince, that used in St. George's Chapel, Windsor, on the occasion of the baptism of the child who later became King Edward VII. At various times carpets have been made for members of the Royal Family and in 1910 came the order for the carpets for the Coronation of King George V.

In 1932 a signal honour was received as two Royal visits were paid to the Templeton factories within the year. The first of those was a visit by Prince George, later Duke of Kent, who spent some time inspecting the processes of Axminster manufacture. In October of the same year came the Duke and Duchess of York, who now are our honoured and beloved King and Queen. They visited both the Templeton Street and Kerr Street factories, as well as looking in to see the Templeton Club. The enthusiasm of the workers and of the folk of the east-end of Glasgow was indeed heartening.

In 1937 the firm was again entrusted with making the carpets for a Coronation in Westminster Abbey. On this occasion plain carpets were used, some of them in royal blue, others in gold.

Not only, however, were Templeton carpets in the Abbey for that great occasion but a Templeton weaver was also there, invited as a guest at the special request of His Majesty. The King, who as president of the Industrial Welfare Society had for many years taken such a practical interest in the well-being of industry, desired that four typical factory workers from different parts of the country should be invited to the Coronation. James Templeton & Co. were asked to nominate the Scottish representative who was to be a woman and Miss Lizzie McCulloch, who had actually woven part of the Coronation carpets, was chosen for the honour.

Constitution

From 1839 until 1938 the business was carried on as a private co-partnery which, in the later years, was one of the largest partnerships in the country. In its hundredth year, however, it was found convenient to alter the constitution by the formation of a private "unlimited" company incorporated under the Companies Act, and the company assumed the partnership name of James Templeton & Co. This type of capitalisation is very unusual. All the shares in the unlimited company are held by a partnership (Templeton Partners) and in this way the benefits of company capitalisation are combined with the advantages which arise from having the control operating on partnership lines. Here you have a large unlimited registered company whose shares are entirely held by a co-partnery and, in this respect, the organisation is unique. There is thus too the justification for the continued use of the word "partner" which has been, and still is, the description preferred for those charged with the responsibility for the direction of the business.

Employees—Care and Welfare

As the industries of the country have increased so has the conception of the purpose of Industry widened. We are coming to realise that the aim should be not merely to add to the material wealth of the community by the articles manufactured, but to enrich the lives of all engaged in producing such articles. Those in control of an industrial firm are in the position of trustees. They are responsible for seeing that the public are well served by the excellence of the goods manufactured. They are responsible also for opportunities being given to all workers to lead a life of health, interest and happiness. There can be no true prosperity in an industry apart from the well-being of those engaged in it.

In these days of mass movements there is danger of the importance of the individual being forgotten. In industry, the larger the business the more need is there for encouraging the individual to realise and express himself.

One of the forms of encouraging sturdy individuality and independence in the Templeton factories has been through thrift. In 1883 a Factory Savings Bank was started. The method for deposits and withdrawals is exceedingly simple. Five per cent. interest has always been allowed,

about double what could be got from other Savings Banks.

At the end of 1885 there were only 27 open accounts, the total amount due to depositors being £225. In 1890 there were 131 depositors who had £2173 at their credit. By 1908 the number of depositors had increased to 630, the total of their savings being £11,600. At the end of 1937 the amount in the Factory Savings Bank was £76,000. This was made up as follows:

£26,000 belonging to 2220 employees who had at their credit sums ranging from £1 to £99.

£19,000 belonging to 120 employees in sums of £100 or more.

£4,000 belonging to 80 retired workers, or their heirs.

£27,000 at credit of various employees "funds." Most important of these is the "Holiday Fund" to which nearly all workers contribute and which is paid out in July of each year.

In addition to the above, many tens of thousands of pounds belonging to members of the staff are deposited directly with the Firm, not through the Savings Bank. Altogether quite a large amount of the capital used in the business belongs to wage earners and salaried members of the staff—a happy form of "capitalism"!

In 1929, before there was general talk of "holidays with pay," the Firm began to give holiday

grants to weekly wage earners with a certain length of service. This, together with the workers voluntary contributions to the "holiday fund," provides on an average something like £8 per worker to meet costs of the annual ten days holiday at the Glasgow Fair each July.

As sickness involves costs more than are provided for under the National Insurance Act, in 1918 a Mutual Benefit Society was founded for girls. It is often wise to start new ventures in a small, unobtrusive way. This Society began in one department with about 40 members. Very soon it spread to other departments; by the end of 1919 there were 900 members, a year later 1300, and by 1939 there were over 3000 members.

To make some provision for the later years of the older women workers, in 1921 the Firm started to give grants of £50 to those with thirty years service. Usually the amount is put in the Factory Savings Bank, and special encouragement is given to those who, being able to continue longer at work, leave the amount and accumulated interest until the time of their retiral is reached. These grants are paid through the Mutual Benefit Society.

Later the Firm decided to give farewell grants to those who left after more than sixteen years service, and also to those with shorter service who left to undertake the responsibilities of matrimony.

Although the Society has been in existence

only twenty-one years, the Members subscriptions (3d. per week for those over eighteen and less for younger girls) have amounted to about £12,000. Contributions by the Firm, and the Templeton Benevolent Trust have enabled payments to be made roughly:

Sick Benefit	£21,000
Long Service Grants	£11,000
Marriage Grants	£7,000

The National Health Insurance Scheme was started with talk of getting "ninepence for fourpence." The members of the Templeton Girls' Society have got £39,000 for £12,000.

Soon after the Society for girls had been started, a Men's Mutual Benefit Society was formed, and as far as sickness benefits are concerned it follows similar lines to the one for girls.

For men, provision for old age and death is made through the Provident Society. To this members contribute 5d. per week, and the Firm duplicate this amount for all who continue in Templeton employment. Interest is added to sums at credit of each member.

A man who joins the Provident Society at eighteen years of age and continues his subscription (5d. per week) until he is sixty-five will during that time have contributed £49. With compound interest at 5 per cent. the sum at his credit will, however, be £190. As this is to be duplicated by the Firm, he will have £380 on his retiral at sixty-five years of age.

A Staff Superannuation scheme was put into operation in 1922. As members may contribute up to 3 per cent. of their monthly salaries, and the Firm provide an equal amount, the sum in the hands of the Trustees now exceeds £79,000. Substantial amounts were put to the credit of those who had been a number of years with the firm before the scheme was started.

Due to the fact that the various schemes providing for retirements—for both staff and factory workers—have not been in existence for the full term of service of most of the employees who have retired up to the present, it has been found necessary in many cases for the firm to pay a supplementary pension. Every employee with long service who has retired is thus in receipt of a retiral allowance varying in amount with the position held with the firm.

In 1932 arrangements were made with a well-known Assurance Company for the purpose of affording to the members of the monthly staff facilities for life assurance. The firm deduct from salaries each month the amount of the premiums, the total of which is passed on to the Assurance Company under deduction of 5 per cent. This deduction of 5 per cent. forms a Welfare Fund for the purpose of paying the premiums of employees who, through prolonged illness, may suffer a reduction in salary. In practice, it has been found that few calls of this nature have been made on the fund and it is now being used for the purpose of providing payment of spe-

cialist's or consultant's fees for members of the staff who may desire the best possible professional advice.

In addition to the various schemes organised by the firm, there are in existence two Recreation Trusts and two Benevolent Trusts. The capital of these Trusts, which amounts to approximately £34,000, has been provided at various dates by individual partners of the firm. The income is, in the case of the former Trusts, used for the recreation and well-being of the employees, and in the case of the latter Trusts applied in granting assistance to employees and former employees and their dependants. The capital of the Benevolent Trusts is also held as security for deposits in the Workers' Savings Banks.

While, as perhaps befits a Scots business, thrift has been given first place, there are many other ways in which efforts have been made to promote individual character and happiness among the Templetonians.

Almost immediately after the Armistice, in 1918, Welfare Departments under Women Supervisors were established. Personal contact with individual workers is the basis on which the Supervisors work. All sorts of troubles are brought to the sympathetic ears of the Supervisors.

Care for health is part of the Welfare Departments responsibility. An experienced medical officer was appointed. The need for greater care of teeth being realised, three dental clinics were

established, the first, it is believed, in any industrial business in Scotland. Now on five forenoons every week one or more expert dentists are busy looking after the teeth of Templetonians.

In order to secure sufficient workers of a suitable type it has been found necessary to draw from an extended area. Those who have to travel a long distance cannot get home at midday, so several canteens have been provided. The largest one is in the fine Templeton Club in Templeton Street. The Club was opened in 1926 by the Countess of Home. In addition to restaurant accommodation for men and girls it contains a Grand Hall, a Lower Hall and many smaller rooms. It is the centre of much social life. Dances, concerts and lectures are held. There is a Badminton Club. For eighteen years there has been a company of Girl Guides, and for almost as long, Rangers for older girls; both have always been officered by members of the Templeton Staff. A Health and Beauty Class for girls has been one of the most successful organisations. After attending ambulance classes in the Club in the Spring of 1939 nearly 200 girls and men secured the Red Cross certificate. An orchestra of about twenty-five members gives scope to those of musical talent: for vocal work the Rockvale Choir at the Spinning Mill takes first place. An Art Club hold meetings and usually every second year gives a display of its members work. A dark room is provided for the Camera Club.

For open-air games the Firm was fortunate in

securing a very attractive piece of ground, about twenty acres, at Burnside. In 1924 it was opened as a Recreation Park. The bowling green, tennis courts and hockey pitches are in almost ideal surroundings. To help a number of members of the staff to overcome housing difficulties, the Firm built thirty-six houses for them on ground surrounding the Recreation Park.

A factory magazine, *The Templetonian*, has been published from 1920 onwards. It gives scope to any who may have literary or artistic talent; it spreads news of the business among the scattered workpeople and so tends to hold all together and to increase a healthy pride in the firm. As Edmund Burke says "To be attached to the sub-division, to love the little platoon we belong to in society, is the first principle (the germ as it were) of public affections." It is hoped that the work in the Templeton firm is a training in good citizenship.

To let the mind turn back at times to the past is interesting and helpful. What the future may have in store none can tell, but the Templeton firm has started on its second century in the spirit of endeavour towards even better things.


Finale

THE previous chapter completes the history so far as the author had prepared his notes, and these have been reproduced as written, with only a very few minor deletions and additions. They had advanced to this point by March 1939, when the firm's centenary was celebrated by a social function, at which F. H. Young received presentations from his partners and from the staff. Some time later, the Germans invaded Poland and thus precipitated the Great World War, which caused the manuscript to be laid aside for an indefinite period. With the author's death, this has been thought an appropriate time to produce the history in an inexpensive form, and some slight alterations and modifications have been introduced in order to bring it up to date at time of publication. We hope and believe that many friends and associates of the author will commend the decision to go to press with this limited edition, even in this time of war.

JAMES TEMPLETON & COMPANY'S
PARTNERS

1839-1943

	<i>Entered Co-Partnery</i>	<i>Retired</i>	<i>Died</i>
James Templeton (Sole- Partner)	1839	1878	1883
Peter Reid	1843	1875	1878
Archibald Templeton	1843	1878	1882
John Stewart Templeton	1866		1918
James Templeton, Junr.	1866	1918	1921
Patrick Reid	1866		1875
Alexander Millar	1884	1899	1914
Daniel Henderson Lusk Young	1888		1921
Fred Henry Young	1897		1943
Thomas Glass	1897	1926	
James Godfrey Anderson	1902	1933	
Arthur Stewart Leslie Young	1913		
David Alexander Turnbull	1918		1931
Ronald Leighton Sandeman	1920		1933
John Pomeroy Glass	1921		
Alexander Turnbull	1921		
John Anderson	1928		
James Brown	1931		
Robert Alexander Maclean	1933		
Joseph Dickson	1938		
Ian Wyllie Lawson	1940		



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